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Quality Assurance

Section 7

RFP reference: 7.2.7 Quality Assurance, Page 64

As evidenced by our consistent success in HHS, Child Welfare and FACTS II transfer solution, Deloitte's quality processes are ingrained within the FACTS II playbook. Deloitte's quality approach also includes DSCYF and the quality vendor as part of our ongoing commitment to quality focused FACTS II solution.

Our Quality Assurance (QA) and Quality Control (QC) processes are based on industry recognized Project Management Book of Knowledge (**PMBOK**) quality management themes. These themes represent the guiding principles by which our quality and risk management policies, procedures, activities, and tasks are developed and evaluated.

We understand that QA vendor is responsible for reviewing and providing feedback and recommendations regarding the design, development, and implementation of FACTS II by the Design, Development & Integration (DD & I) vendor. We also recognize that the intent of the QA vendor is to review and verify that quality standards have been followed in developing DSCYF applications, deliverables and project plans.

Deloitte work closely with DSCYF to comply with and adhere to QA policies defined by DSCYF during the entire project. Our internal QA processes and policies complement QA policies defined by DSCYF.

section HIGHLIGHTS

Collaborative and Transparent Approach

- We cooperate and participate to validate quality
- We have extensive experience working with independent QA vendors
- We provide action oriented status reports and effective hand-offs during development efforts
- We cooperate and participate in meetings, issue resolution and risk management related activities

In addition to the project related quality activities, Deloitte also supports DSCYF to plan the necessary activities required to successfully complete SACWIS Assessment Review Guide (SARGe) during the project Initiation phase. We continue to work with DSCYF throughout the project duration by monitoring federal SACWIS requirements compliance by helping DSCYF to perform periodic SARGe assessments. Our proactive, iterative approach guides DSCYF to completion of SARGe right after the statewide go-live.

Deloitte has a successful track record of working with QA vendors on various strategic social services and SACWIS projects. We have worked successfully with QA vendors on complex, SACWIS projects in Maryland (MD CHESSIE), Alabama (AL FACTS), and District of Columbia (DC FACES) to name a few, that required careful planning and collaboration between parties. We have experience on how to successfully work with QA vendors because we also served as QA vendor in various HHS projects. We truly understand the QA role because we have been a QA vendor and have work with the DD & I vendor to help manage project quality. On these and other projects, we work successfully with the QA team to deliver a high-quality product supported by high-quality services.

A summary of Deloitte's Quality Management features and the associated benefits to DSCYF are detailed in the table below:

Deloitte Quality Management Features	Benefits to DSCYF
Standards-based, aligns with DSCYF standards and is enhanced by Deloitte's experience	<ul style="list-style-type: none"> Deloitte's build out approach to quality control is embedded within our project management and development methodologies. It is based on core business principles and industry standards so DSCYF is secure in proceeding knowing that the foundation is sound. Because of our depth of experience, our approach is enhanced to incorporate critical leading practices that support high-quality software.
Quality planned early and built into processes, work plans, and deliverables	<ul style="list-style-type: none"> Quality control conducted with the project team is a focus from day one, so that it becomes part of the process. The result is that quality issues are identified early and addressed rapidly, improving the solution while enhancing the project team's efficiency.
Processes reviewed and refined as the project progresses	<ul style="list-style-type: none"> Continuous process improvement allows processes to be refined based upon actual experience – quality continually increases as the project progresses and quality control processes are refined.
Collaborative and flexible approach	<ul style="list-style-type: none"> By engaging DSCYF to refine and develop a mutually agreed upon quality control process, Deloitte quickly tailors our processes to incorporate the quality control needs of relevant stakeholders (including the QA Assurance Vendor) – this means the key constituents have a shared, common set of expectations and understanding of the quality control process.
Issue management focuses on decision making	<ul style="list-style-type: none"> Timely and valid decisions increase project team tempo, improve quality, reduce risks, and enhance solution delivery.

Table 7-4. Features and Benefits of Our Quality Management Approach.

Our Internal Quality Assurance Processes and Procedures

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Bidders for the FACTS II Design, Development, and Implementation project should use this section to identify their internal quality assurance policies and procedures and to describe their approaches to working with a QA vendor.

Our QA and QC processes are based on industry recognized PMBOK quality management themes. These themes represent the guiding principles by which our quality and risk management policies, procedures, activities, and tasks are developed and evaluated. Listed below are several of these themes:

- **Quality Builds Confidence.** Since systems development most often involves the integration of new technologies, rapid delivery approaches, and significant change to an organization, quality management checkpoints at each phase eases the anxieties and uncertainties inherent in these types and sizes of undertakings.
- **Do the Right Task, The Right Way, the First Time.** It is incumbent upon our project team to stay on task, meet deadlines, follow procedures, and meet design and development requirements. However, the need for flexibility—and the courage to identify inadequate processes or deliverables—are equally important.
- **Focus on the User's Expectations.** The goal of the project team is to meet or exceed the project expectations. This is accomplished by staying focused on the goals of the client, project, and project stakeholders.
- **Empower Team Members in the Improvement Process.** It is important for the project team members to be part of the quality assurance process. Therefore, it is critical for the members of both our team, DSCYF and the QA vendor to develop close working relationships. No technique or review process has more impact on the quality of the result than good working relationships where everyone is working toward the same goal.
- **We believe there should be no Hidden Agendas or Ideas.** Communication must be constant and honest to aid quality. Open doors and openness to ideas, from any source, are imperative. There should be a willingness to change when appropriate. A spirit of **support** and **cooperation**, rather than posturing and confrontation, is essential.

- **Assign QA Partners to Conduct Reviews.** Deloitte brings senior-level partners who specialize in Quality Assurance to conduct quality reviews using our standard quality assurance process and recommend ways to improve overall quality on the project.

Deloitte's approach to quality management is two-fold. First, it is embedded throughout the project through the FACTS II Playbook, which includes activities to regularly review project deliverables and confirm adherence to the work plan. Second, our global quality and risk management programs are recognized by the Project Management Institute (PMI). This program provides an independent review of project management, design decisions, and deliverables by a senior-level Deloitte resource.

The primary goal of the quality management approach is to confirm that project requirements and expectations are satisfied according to predefined standards. At the project management level, the objectives of quality management are to facilitate the timely and cost-effective development of key deliverables and work to meet DSCYF' requirements

Quality Management Tasks and Activities

Our Quality Management process is an integral part of our overall Project Management thread. We view QA and QC as the practice of applying established procedures, standards and tools throughout the project life cycle. When successfully implemented on social service engagements, Quality Management reduces delivery risk on a project and enhances satisfaction. Our quality processes are reflected in the figure that follows.

"Deloitte's commitment to customer service is best exhibit by the quality and timeliness of their work product and by their ability to accommodate diverse interests and demands. The team first came to work for us during a very difficult time period when there was a particularly critical need for a system solution. They immediately identified the best solution and, importantly, gave assurance that the work would be completed on time. They were true to that commitment. From a program administrator's perspective, this is the absolute definition of high-level customer service."

Pat Stromberg, Former PA Insurance Department
Deputy Secretary

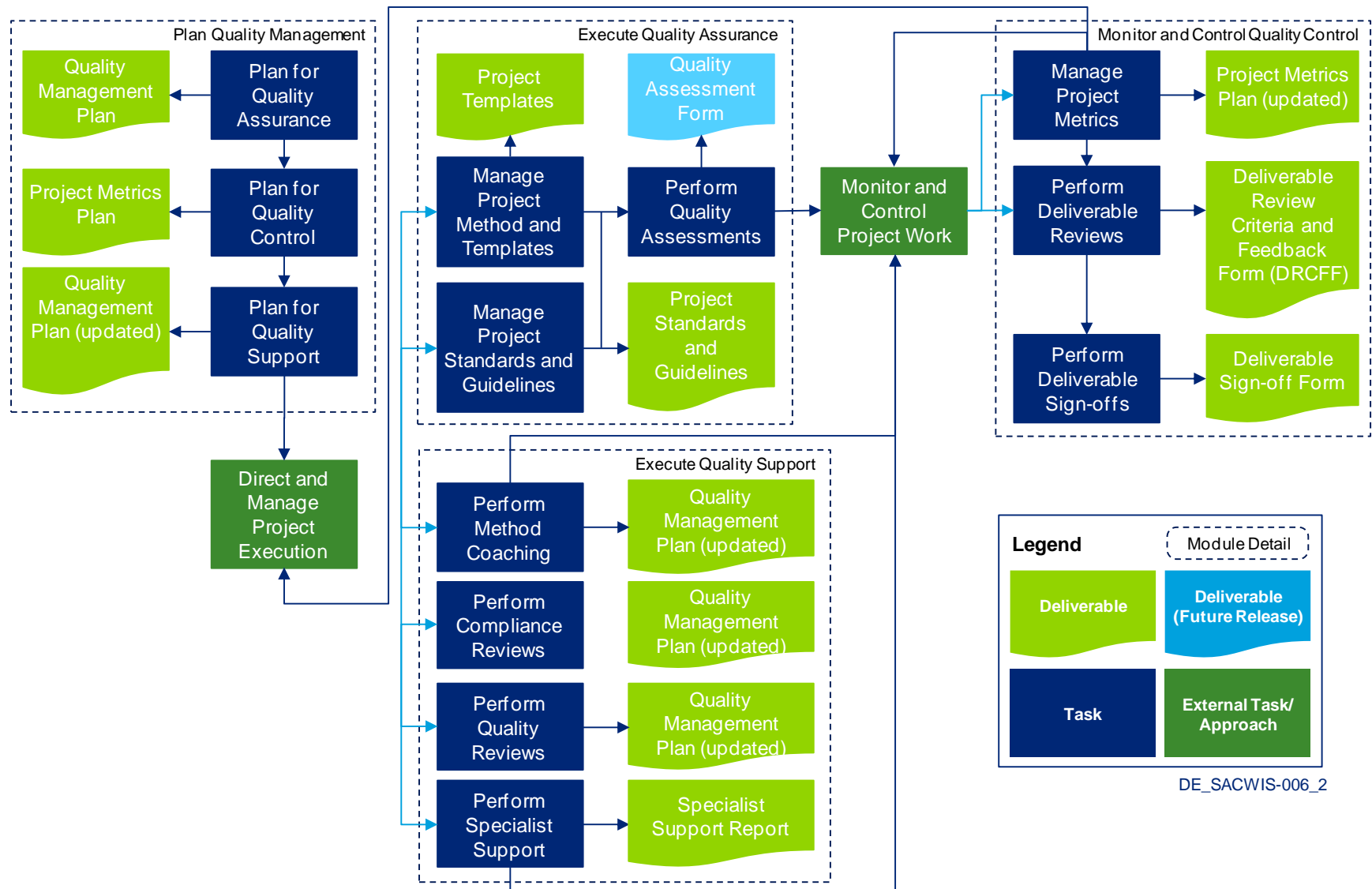


Figure 7-1. Quality Assurance and Risk Management.

Our quality assurance processes are tightly coupled with our risk management process, mitigating risk and saving resources.

The objective of Quality Assurance (QA) is to establish in a high level of confidence in our work in DSCYF' structure and relevant stakeholder groups. We continually seek to discard errors and rework, resulting in reliable products produced in an efficient and timely manner.

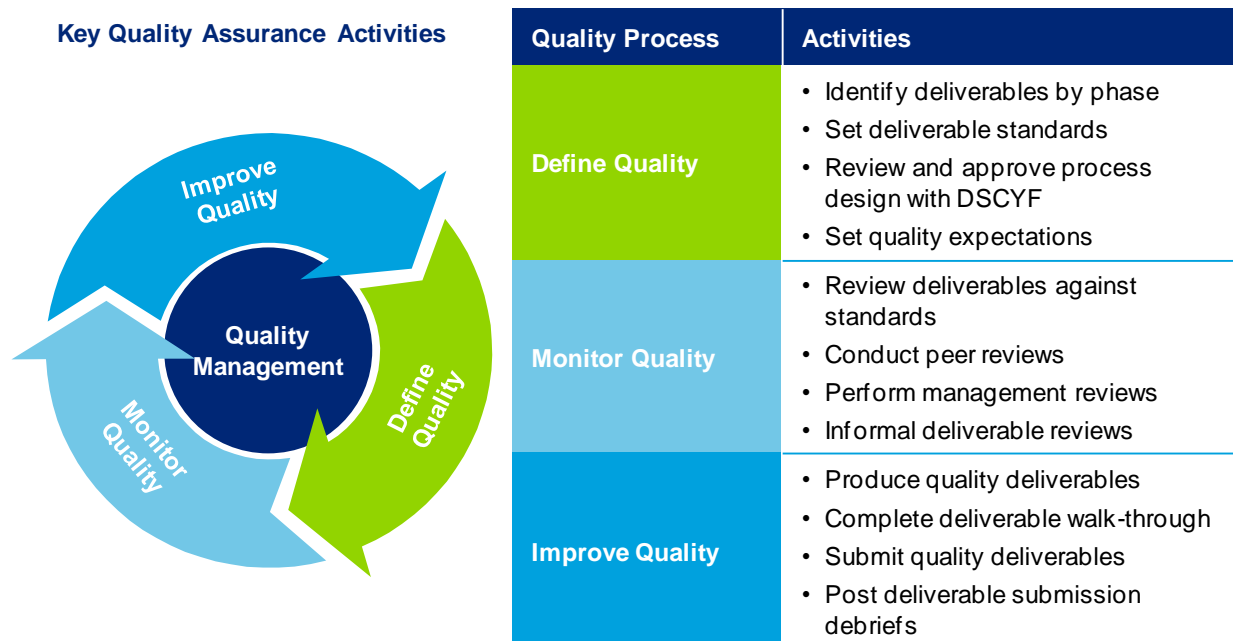
Deloitte's Integrated Quality Approach FACTS II

Deloitte's QA approach is integrated into our overall project management approach, and seeks to objectively evaluate the project delivery process and effectiveness of processes and activities to improve service and reduce the need for failure-responsive activities. It is based on and compliant with **IEEE standards**, Software Engineering Institute (**SEI**) for the Capability Maturity Model Integration® (**CMMI®**), and other industry standards that guide quality assurance.

To achieve effective quality, Deloitte uses an **integrated process** to incorporate quality monitoring and measurement activities directly into major project processes. In this manner, quality is not something that the project team attempts to "add in" at the end of an activity, but rather builds quality into each separate task and piece of work created as part of the activity. This approach to quality is efficient because it identifies quality issues early in each activity and gives the team the opportunity to address issues before the degree of change required gets larger. There are three quality management activities the Deloitte team performs:

- **Quality Planning.** Identifying which quality standards are relevant to the project and determining how to satisfy them
- **Quality Assurance (QA).** Evaluating overall project performance on a regular basis to provide confidence that the project satisfies the relevant quality standards
- **Quality Control (QC).** Monitoring the specific project results to determine if they comply with the relevant quality standards and identifying ways to terminate causes of unsatisfactory performance

Our approach to quality assurance is based on three key activities illustrated in the following figure:



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Figure 7-2. Key Quality Assurance Activities.

Defining, monitoring, and improving upon quality results in a more streamlined solution.

Defining Quality

Identify Deliverables by Phase. At the beginning of the project, we work with DSCYF to finalize the deliverables to be produced in each phase of the project. By completing these decisions early on, we are able to communicate and document the deliverables to standardize them throughout the project. These deliverables are documented in the Quality Management section of the Project Management Plan deliverable, as well as the project work plan.

Set Deliverable Standards. At the beginning of the project, our team works with DSCYF to develop broad standards for the project deliverables and major activities. We base these standards on accepted industry conventions and standards developed for previous projects. For example, the deliverable documents should have standard headers and footers, common date and page numbering standards, a detailed table of contents, and a version number with the last update date.

Once standards are established, they are communicated to the team members. Project team members are expected to adhere strictly to the project's established standards. This process alone reduces errors and misunderstandings



**Arun Natesan, QA Principal
FACTS II**

“As the FACTS II Quality Assurance partner, I bring over 19 years of systems integration experience. As the leader of our Integrated Children’s Services practice, delivering FACTS II as scheduled with quality is my highest priority

significantly.

Our collective team agrees on the format, content, and review process for the deliverables associated with each task of the project. The agreed-upon deliverable outline and format complies with DSCYF' requirements and expectations for project deliverables--both in content and format. Samples of project deliverables are provided to DSCYF Project Management in order to minimize miscommunication surrounding deliverable standards.

Submit Deliverable Expectations Documents. To facilitate common understanding across each party for the content of each deliverable, we create and submit deliverable expectations documents (DEDs). These DEDs are formatted to contain the following information:

- Deliverable title
- Deliverable due date
- Lead project team responsible for deliverable creation
- Lead individuals responsible for deliverable creation
- Deliverable format
- Deliverable audience
- Deliverable objectives
- Deliverable scope
- Deliverable dependencies
- Table of contents
- Brief description of each deliverable section
- Signature line for the client

Monitoring Quality

An ongoing review and revision process supports the developed standards of quality. This process involves continual monitoring by project team members. Deloitte listens, understands, and values DSCYF' feedback. When feedback is provided, we work with DSCYF to make sure that it is understood, discussed, and incorporated the first time. This means that when DSCYF receives a deliverable/work product, it includes feedback and meets the requirements, requiring only one submission, review, and feedback process.

Review Work Products against Standards. Each team member is responsible for his/her own work. The individual responsible for a deliverable uses the deliverable template provided by FACTS II Project Management to evaluate the readiness of the deliverable. Developed during project initiation by our team with input from the DSCYF project team, the deliverable template contains the standards for that specific deliverable. The individual measures the deliverable against the template until conditions are met.

Peer Reviews. We understand that removing defects early in the development process (i.e., before design and testing) is both easier and more cost-effective. In order to reduce re-work and keep defect tracking and defect fixing costs down, we implement an extensive peer review process. The peer group performs requirements analyses, design walkthroughs, and code inspections as part of our quality assurance activities.

When defects are identified, they are logged into SACWISmate, incorporated into the work plan if necessary, and tracked until resolved. More importantly, we review the peer review findings with the individuals involved in creating the deliverable to improve the overall quality of their work going forward.

Management Reviews. Work performed on the project is subject to management review. Team leaders track the status of the items under their responsibility, checking for accuracy and completeness. The Project Manager provides input to the review of deliverables so that they comply with the engagement contract and satisfy client objectives. These actions culminate in the formal deliverable process, during which the Project Managers determine whether the product has attained the level of quality expected.

We know that using these techniques result in system products that reach the formal review stage already at a high level of quality. This process culminates in a greater likelihood of approval on the first submission. In addition, Deloitte's senior level management's involvement and oversight concerning the standing of this project in the overall organization helps to achieve a high level of quality.

Informal Deliverables and Work Product Reviews. In an effort to provide an efficient mechanism to manage quality and improve processes, designated project staff perform an informal review of deliverable and work product documentation before they are submitted as final. This review allows staff to provide feedback on document structure and flow during the deliverable creation process to help meet DSCYF's needs early in the process.

Continuous Quality Improvement

Producing quality products involves more than just correcting problems; it requires preventing problems from occurring. As staff address existing and potential quality concerns, it is crucial that we share solutions and establish methods so that similar issues can be avoided.

The team works with Arun Natesan an experienced partner who meets with DSCYF and conducts periodic quality reviews, bringing an outside perspective and validation to our QA procedures and confirming that any additional required QA methods are put in place. We further support this commitment to continual quality improvement through our focus on ongoing communication and status reporting.

Producing Quality Deliverables. We have a consistent track record of delivering high-quality systems and services to our clients. High-quality deliverables are an inherent component to delivering projects on time and within budget. Each deliverable is subject to quality control monitoring in the design, development, implementation, and training

processes. Regardless of size, each deliverable and major activity associated with a deliverable must follow sign-off procedures that we detail in the overall

Project Management Plan. We also establish deliverable sign-off procedures and approval for completing the task deliverables specified in the project work plan. The main objective of this approach is to continue to build confidence in our ability to deliver a well-designed solution to the business needs.

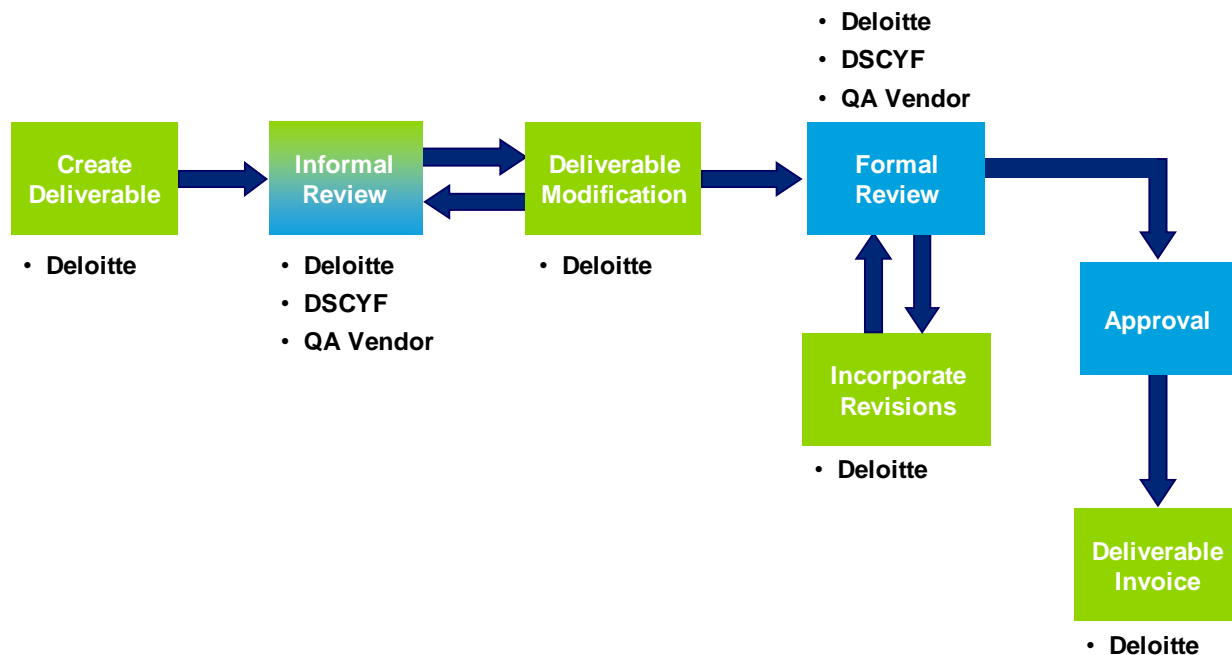
Performing Deliverable Walkthroughs. To promote effective deliverable submission, review and sign-off, we facilitate informal discussions among team leaders to review and offer feedback on draft interim deliverables. This feedback process saves time and resources by identifying and correcting deficiencies early in the process. This technique also maintains overall deliverable quality by instilling a number of checks before a deliverable reaches the formal review stage. Another benefit to this approach includes a high-level of confidence in deliverable accuracy.

Submitting the Deliverable. Each deliverable complies with agreed-upon standards and includes the content described in the deliverable specification. Additionally, we clearly identify each deliverable submission as a final deliverable to distinguish it from preliminary drafts or other material.

Approving the Deliverable. A critical part of project governance is the deliverable approval process when work products that make up the official scope of services are addressed. Deliverable approval serves as a checkpoint in the project to confirm that finished work products meet their objectives before subsequent and dependent work begins. Detailed acceptance criteria for deliverables are mutually defined, agreed on, and documented during the project initiation phase.

Our deliverable approval process addresses the review and approval requirements for the broad spectrum of project deliverables, including documentation and technology components. We propose to use the deliverable approval process illustrated in the figure that follows. It is a process that we have used on each of our large projects. It features two reviews, one informal and the other formal. During the informal review, Deloitte and designated DSCYF stakeholders meet to jointly walk through the deliverable to understand the overall layout of the document and the scope of the content. The informal review is a critical element of the approval process. It helps to confirm that the deliverable meets high-level expectations before being submitted for formal DSCYF review, and provides an opportunity to make adjustments to the deliverable if issues are identified.

The figure below describes our Deliverable Approval Process.



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Figure 7-3. Deliverable Approval Process.

A high-level view of the standard process to be followed for DSCYF project deliverables.

Post Deliverable Debriefs. We review both deliverable strengths and areas for improvement with DSCYF staff, incorporating DSCYF’ feedback that informs deliverable improvement for the next time documents are submitted. In addition to deliverables, the actual process is reviewed to determine if there are any improvements needed.

Aside from deliverable quality review, the Project Management Team reviews project status, metrics, actions items, methodology compliance, and standards compliance regularly, and develops and implements corrective action plans to resolve issues that could negatively impact the quality or timely delivery of their work products.

FACTS II Quality Management

A key benefit to DSCYF is Deloitte’s periodic review of project management design decisions and deliverables by a services quality review team (part of Deloitte’s Quality Review group) throughout the project life cycle. This independent internal team assists with setting quality expectations, reviewing and monitoring project quality on a quarterly basis, and providing leading practices from across the industry. The quality review resource also periodically leads a customer satisfaction survey that provides DSCYF with a formal opportunity to provide feedback on the work products Deloitte has delivered.

During the development life cycle, the Deloitte team works on several key QA activities such as coding standards, code checklists, deliverable checklists to enforce technical standards in addition to monitoring our processes and standards for improvement opportunities. This review process feeds the further defining standards to continually improve our product. As development continues, the review process repeats for continued

improvement. To that end, our technical team plays a key role in verifying the integrity and quality of the software we deploy.

The following are types of reviews that are conducted as part of our QA process.

Review Type	Quality Assurance Process	Description
Project Management	Project Schedule Reviews	Weekly project plan and worker order review for compliance and quality
	Project Estimation Peer Reviews	Review from technology and leadership on estimation of work orders and change control requests
	Staffing Evaluations	Quarterly internal evaluation of staff reviews for performance improvement.
	Customer Satisfaction Reviews	Specific customer satisfaction reviews (two per year) to evaluate overall client satisfaction with Deloitte.
	Post Implementation Review	Post production review of meeting business objectives and conducting outcomes review for the work orders
	Services Quality Review	Deloitte outside independent partner annual review of quality of services for of the team and client
	Budget Reviews	Weekly review of budgets to make sure we are on budget for projects
Software Development Life Cycle	Software Quality Reviews	Independent software quality reviews conducted by the internal architecture review board.
	Performance Testing Review	Shared services execution and review of software performance testing
	Phase Reviews	Phase gate review conducted by quality assurance partner to make sure that we have met contract and quality objectives of the work order
	Code Review	Detailed code reviews with remediation steps
Organizational	Quality Assurance Process	Deloitte's Quality Assurance partner to assesses the quality of delivery and relationships to DSCYF

Table 7-1. Quality Review Types and Activities.

Deloitte includes reviews by our internal services quality group. Common quality review categories are used to determine an overall rating for project activities. These common categories enable the reviewer to consistently identify project aspects working well, areas of concern and recommendations.

There are six dimensions to quality reviews as illustrated in Figure 7-4:

The figure below describes the six dimensions that are reviewed.

Project Leadership Evaluates the leadership team including their roles and responsibilities, the availability and staffing of resources, and the experience level of the resource. Topics include: <ul style="list-style-type: none">• Deloitte Leadership• Client Leadership• Vendor/3rd Party Leadership	Solution and Deliverables Examines the targeted solution, deliverables and/or assesses delivery complications within the client environment. Topics include: <ul style="list-style-type: none">• Definition and Scope• Deliverables• Complexities• Clear Environment	Estimation, Planning and Timeline Focuses on the estimation method used, accuracy of inputs and assumptions. Topics include: <ul style="list-style-type: none">• Estimation• Planning• Contingency• Timeline• Business Case
Project Staffing Evaluates the staffing model and key resources for the project. Staffing includes Deloitte, Client vendor and 3 rd Party resources. Topics include: <ul style="list-style-type: none">• Deloitte Leadership• Client Leadership• Vendor/3rd Party Leadership	Method and Control Focuses on the project management function. This category examines accountabilities and plans for managing status, communication, documents and related items. Topics include: <ul style="list-style-type: none">• Project Management Office• Communication• Decision and Issue Management• Change Control• Documentation and Configuration Management	Approach Outlines the overall tools and methods to be used in implementing the solution to meet the client's needs. Includes the usage of Client and or 3 rd Party tools and method(s), or the need for customization of Deloitte tools and method(s). Topics include: <ul style="list-style-type: none">• Methodology• Operational Tools and Infrastructure• Verification and Validation

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Figure 7-4. Deloitte's QA Review Dimensions.

Deloitte's review dimensions identify aspects of project that are working well, areas of concern and recommendations.

The QA resource conducts reviews on an agreed upon schedule using prescribed Deloitte forms with the outcome being a PowerPoint presentation with findings and recommendations. In order to establish ratings various criteria and measurements are collected and monitored.

Deloitte has established a framework for use in as part of this process. The framework is depicted in the table below.

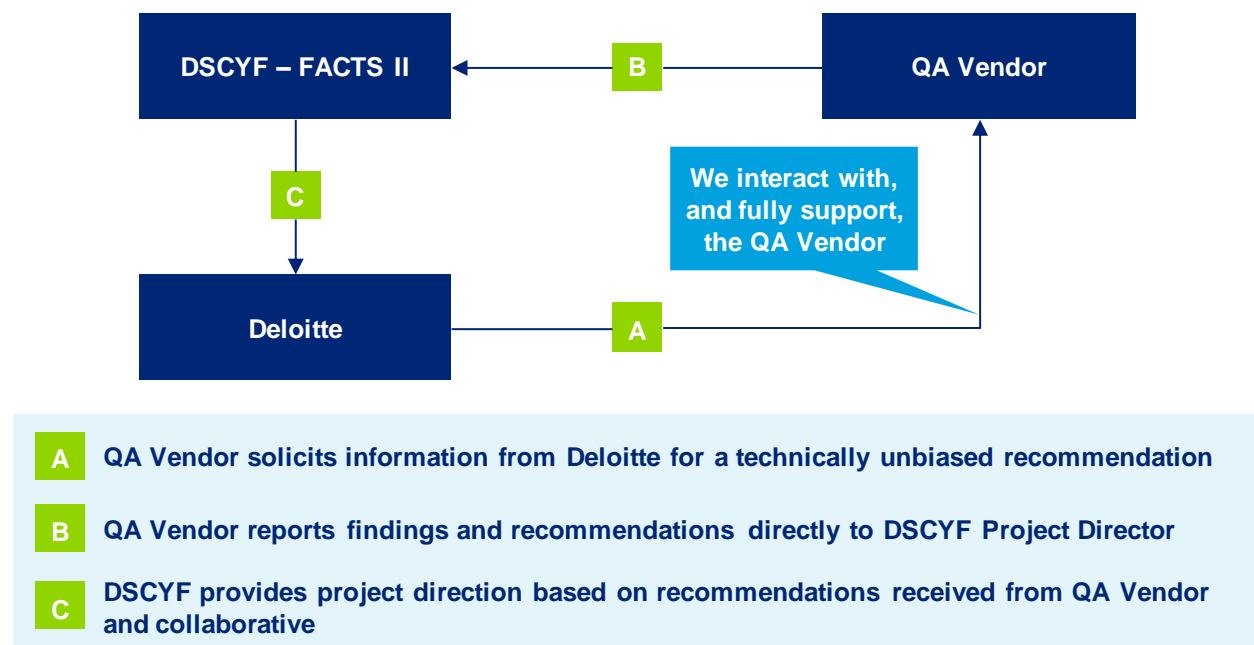
Category	Deloitte Review Framework
Definition and Scope	<ul style="list-style-type: none"> Up-to-date and signed off scope (e.g., geographical, functional, technical) Documented and agreed upon desired outcomes Changes identified in each phase documented and incorporated Open scope issues documented with time frame for resolution and impact
	Phases
	Design
	<ul style="list-style-type: none"> Alternatives considered and documented Assumptions, considerations and constraints identified and documented Requirements traceability maintained
	Build
	<ul style="list-style-type: none"> Tool or approach identified/documentated for each object Dependencies and acceptance criteria for each object known
	Test
	<ul style="list-style-type: none"> Testing phases identified Entry/exit criteria agreed to (including performance metrics) Usage of data (created, converted, stubbed) defined
	leadership
	Deploy
	<ul style="list-style-type: none"> Approach documented Go/No-Go criteria specific and agreed upon Cutover timing and responsibilities clear operate Roles, responsibilities and timing documented and agreed to Technology/Infrastructure Components and sizing identified for each environment Delivery, setup planned and completed within required timeframes Appropriate support, SLAs identified and delivered upon
Deliverables	<ul style="list-style-type: none"> Deliverable processes are adhered to and sign off obtained.
Complexities	<ul style="list-style-type: none"> Solution complexities (e.g., functional, technical, geographic, operational, political) identified and incorporated Complexities tracked and communicated Mitigation approaches defined
Client Environment	<ul style="list-style-type: none"> Current client business environment is conducive Project impacts to client environment are documented and communicated Project is an appropriate priority within organization Competing initiatives are identified and impacts incorporated Success of similar projects and lessons learned Regulatory restrictions and any updates included in approach

Table 7-2. Deloitte's Review Framework.

Working with QA Vendor

Our Understanding

The QA vendor assesses and tracks the FACTS II project, verifying that it meets system specifications and business requirements. The QA Vendor also verifies that the FACTS II design meets DSCYF' current and future needs. As depicted in the figure below, Deloitte cooperates with the QA vendor and fully participates in DSCYF and QA vendor activities associated with this quality assurance oversight function. We interact with the QA Vendor in each aspect of the project, from inception through design, development, and system implementation and rollout. The QA vendor is also an integral part of and has significant responsibility for the overall deliverables review and reviewing the system solution components. (See *Subsection Deliverable Approval Process*, for details.)



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Figure 7-5. Interaction with the Quality Vendor.

Deloitte recognizes the importance of the QA Vendor and works cooperatively with this quality oversight function. We have worked with QA vendors in the past and understand the benefit this relationship brings to the project.

Based on our experience working with QA vendors and also working as a QA vendor for several of our clients, we realize the importance of involving them in the daily operations of the project. Communication with the QA vendor staff is organic on a day-to-day basis as they are an integral member of each team, working alongside DSCYF and Deloitte team members.

Upon project initiation, Deloitte works with the DSCYF project team and the QA vendor to refine our proposed quality control process and develop a mutually agreed upon quality control process. We look forward to working and interacting with the DSCYF QA vendor to meet the FACTS II strategic objectives.

Our approach for interacting with the QA vendor is collaborative and transparent. The table below illustrates the features of the Deloitte approach and the benefits to DSCYF.

Features	Benefits
<ul style="list-style-type: none">• Collaborative and transparent working relationship with the QA vendor	<ul style="list-style-type: none">• Promotes a single-team objective of achieving success for DSCYF
<ul style="list-style-type: none">• Cooperates and participates in state and QA Vendor activities	<ul style="list-style-type: none">• Fosters comprehensive quality assurance in each aspect of the project and yields better quality services and software

Table 7-3. Features and Benefits of Our Approach to Interaction with the QA Vendor.

Approach to Maintaining Safe and Virus Free Software

RFP reference: 7.2.7 Quality Assurance, Page 64

Additionally, as part of their quality assurance policies and procedures, Bidders should identify their approach to ensuring virus-free software and ongoing protection of the implemented application.

Web-based applications worldwide are susceptible to malicious attacks and it is extremely critical that any security vulnerabilities be identified and fixed so that sensitive data is not compromised. We work with DSCYF to gather security policies and standards as part of the SDLC activities starting from the requirements validation phase of FACTS II. We use the relevant industry and DSCYF standards to design FACTS II application to reduce potential security vulnerabilities.

We collaborate with DSCYF approved vendor to address any security vulnerabilities identified during the testing phase of FACTS II project life cycle. We understand that the vulnerability testing could occur several times during the project life cycle and we work closely with DSCYF to mitigate the vulnerabilities to produce virus-free software and help DSCYF continue to protect the implemented application.